



**The Deputy Secretary of Energy**

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**MEMORANDUM FOR ALL SECRETARIAL OFFICERS AND FIELD OFFICE MANAGERS**

**FROM:**  **T. J. GLAUTHIER**

**SUBJECT: THE DEPARTMENT'S DIRECTIVES PROCESS**

Over the next several months, we will be working to improve the Department's Directives management process. While a review of the Directives Order and its supporting Manual reveals a basically sound management system that has been reformed over the past few years, experience has shown that the system is still cumbersome and is avoided whenever possible by most offices wishing to issue new policies or procedures.

I have asked the Director of Management and Administration to prepare three changes to the Directives process:

1. Align the Directives process with the Secretary's April 21<sup>st</sup> restructuring. This will reaffirm the lines of responsibility and accountability from the LPSOs down through field offices and contractors.
2. Formalize recent changes regarding the treatment of Notices. Over the last few months, when urgent needs have arisen, we have issued Notices after Field Management Council review, but without performing the normal full Directives process review.
3. Insist upon the inclusion of at least a qualitative statement of the expected benefits and costs of all new Directives when they are submitted for review.

When these changes have been prepared, they will be circulated to you for comment prior to implementation.

As a first step, I am tasking MA to review the current backlog of Directives in process and to take steps to ensure the sunset review process is working effectively.

Clearly the goal is to provide the Department with a body of directives through a process that maximizes due consideration but minimizes unnecessary time and effort. We think these changes will better balance those objectives.



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